

## THE INFLUENCE OF STAKEHOLDERS ON ORGANISATION MANAGEMENT: THEORETICAL POINT OF VIEW

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### Abstract

In recent decades, there are active scientific discussions on the topic of stakeholder management of organisations. Scientists state that pressure from various stakeholders can be experienced in organisation management: employees, shareholders, suppliers, customers, community, mass media, etc. Therefore organisations incorrectly prepare strategic responses and there is a change in their functioning principles and provisions. Stakeholders determine insufficient efficiency of organisation management activities. Various conceptions can be noticed in the evolution of management practice, i.e. practice landmarks in which risk management or shift from loss is emphasized. But there is little analysis of the possibilities of collaboration with stakeholders. The purpose of assessment of the changed provisions of management paradigm today is the renewed analysis and assessment of the influence of stakeholders on organisation management. In other words, systematic methodologies and models are created the solutions of which would correspond to the needs of management practice.

**Purpose** –The purpose of this article is to analyse and assess the influence of stakeholders on organisation management. On purpose of reaching this objective, the following tasks are raised: generalisation of theoretical aspects of the conception of stakeholders, assessment of the influence of external environment on organisation management, definition of the influence of stakeholders on organisation management.

**Methodology** – the theoretical methods (comparative, analytical and systemic).

**Finding** – the conception of stakeholders in scientific literature is based on the most universal conception provided by R. E. Freeman. So far, conceptual main point of stakeholders is being developed, i.e. the influence of individuals on organisation or the influence on organisation objectives. In every modern business organisation, one can find stakeholders which can be both inside and outside the organisation. But the interests are not always related with the objectives of the whole organisation. Management theorists analyse the changing environment of organisation management as they acknowledge the

importance of the influence of stakeholders. Today, stakeholders have great and significant influence on organisation management. It is quite a complex and dynamic construct which comes out through the interrelation of correlating parties and should be facilitating organisation management. But by researches, performed by the scientists, show that organisations experience the pressure of stakeholders. Main determining factors are power and operation of stakeholders. Both strategic organisation management and objective organisation provision formation and implementation are influenced. Their influence is assessed contradictorily as there is a risk for organisational on-going processes and successful activity. Often stakeholders expect certain benefit, better collaboration possibilities or possibilities of using organisational resources. One can most often observe the cases of collaboration, strikes, boycotts, voting and judicial processes. Stakeholders can express themselves as especially aggressive, which most often negatively affect the activity of organisation and activity results or are passive. Also, they are characterised by the features of power, legitimacy and topicality. Such features of stakeholders are changing, i.e. in one or another moment they can lose them or, on the contrary, gain them. Successful management of organisations is determined by the analysis of stakeholders, i.e. identification. The analysis of stakeholders is like a tool which guarantees the satisfaction of stakeholders' interests and needs, coordination and implementation with business organisations. Identification guarantees successful process of organisation management, strengthens the positive influence of stakeholders. In other words, the control of internal relations of stakeholders, development of possibilities, sharing of objectives and conflicts is necessary on purpose of achieving mutual harmony. In the organisation context, stakeholders are analysed on the basis of interrelations. The relations of organisation and stakeholders are often based on the context of mutual benefit and loss as well as rights and duties.

**Research implications** – the list of resources, used for comparative analysis, is not final.

**Originality** – it was revealed that organisation management is based on the implementation of the objectives and needs of stakeholders. The activity of modern organisations is being regularly influenced by various technological, social and economic market changes. On purpose of adapting to changing market needs, organisations analyse the surrounding factors and assess their present state. Such organisations aim at knowing the users, look for the possibilities of attracting new customers and determine competitors. In other words, they react to all changes happening in the external environment of organisation. Environmental factors especially influence the stability of organisation and further growth. Therefore it can be stated that the interrelation of organisation with external environment is a very important management factor.

**Key words** – organisation management, organisation, management, stakeholders.

**Research type** – general review.